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On behalf of the Committee of Central Bank Governors (CCBG), I am once more delighted to introduce to you the 2014/15 Prospectus of the Human Resources Development Subcommittee (HRD Subcommittee), formerly known as the Southern African Development Community (SADC) Training and Development Forum.

The prospectus includes a number of new learning and development programmes specifically designed to address various challenges currently faced by central banks and to cater for the specific needs of the various subcommittees of the CCBG. In addition, the HRD Subcommittee will facilitate the exchange of experience with regard to human resources management, with the ultimate aim of supporting other convergence initiatives in the region.

To sustain the relevance of learning and development programmes, the HRD Subcommittee will liaise with all the other subcommittees of the CCBG. The overall objective of this unique blend of learning and development programmes is to enhance the efficiency, effectiveness and performance of central banks in the region.

The CCBG is fully committed to supporting the development and delivery of quality learning and development interventions in response to the ever-changing environment facing central banking. I am sure that central bank officials will find participating in these learning and development programmes an enriching and empowering experience.

I wish the HRD Subcommittee every success in the years to come.

Gill Marcus
Chairperson
Committee of Central Bank Governors
I am delighted to present to you the 2014/15 edition of the HRD Subcommittee Prospectus. The scope of this edition is premised on the recognition of the impeccable contribution of the human resources factor as a critical component for driving the region’s macroeconomic convergence efforts and hence the need for continued human resources capacitation to drive this regional agenda.

The HRD Subcommittee has grown to become a critical cog and platform for enhanced capacitation and development of the region’s human resources skills and competencies in the central banking field. The changing operating business environment that confronts the global macroeconomic landscape, coupled with the region’s integration aspirations, provides scope for the HRD Subcommittee’s continued provision of training programmes to equip the SADC region’s central banks with human resources skills and competencies geared to confront the challenges of this dynamic environment.

Conscious of these challenges, the HRD Subcommittee has, once again, made concerted efforts towards the design of relevant courses and training programmes that address various regional and global issues, while also meeting the identified specific needs of staff from our central banks. Particularly, the focus of these identified courses is to broaden the skills and knowledge base that are critical for enhancing the effectiveness and delivery of various action plans, which are prerequisites for fostering the smooth gravitation towards the desired SADC Monetary Union.

Although funding remains a constraint to our efforts for increased skills development, the HRD Subcommittee has, however, managed to stage various capacity building and skills development exercises successfully. Various training programmes with a practical orientation towards addressing these challenges are already in motion and at various stages of implementation through collaborative arrangements with various bilateral and multilateral institutions of international repute, such as the International Monetary Fund (IMF), the Bank for International Settlements (BIS) and the Macroeconomic Institute of Eastern and Southern Africa (MEFMI). The HRD Subcommittee will continue to collaborate with various regional and international capacity building institutions with a view to broaden and provide broader experience and exposure to central bank officials.

The immense knowledge and skills gained through our training programmes, and increased interaction and awareness of both regional and global developments have invariably enhanced the creation of a wide pool and base of regional expertise. In turn, such a wide knowledge base has helped the smooth gravitation, synchronisation and harmonisation of SADC central bank systems in preparation for the desired macroeconomic convergence. The region is better prepared to deal with these issues given this knowledge base.
It is our hope that in 2014/15 central banks will not only continue to participate in these training platforms but, more importantly, ensure implementation of the training outputs for effective delivery in pursuit of the region’s overall macroeconomic convergence aspirations.

The HRD Subcommittee is also pleased to advise that, in the 2012/13 training period, the CCBG approved various projects aimed at creating sufficient training capacity within the HRD Subcommittee and enhancing human resources development in SADC central banks. In this regard, the following projects of the HRD Subcommittee are work in progress:

- Feasibility study on the establishment of a regional training institute
- Impact Assessment Model
- Directory of SADC Resource Persons (subject matter experts)
- Central Banking Competency Model
- Investigation into the status of gender balance in SADC central banks.

The HRD Subcommittee will continue to make efforts to review the design of SADC training programmes to bring the desired relevance for effective delivery in our central banks. I therefore encourage you to participate in these training programmes so as to consolidate our efforts in meeting the region’s macroeconomic convergence efforts.

Finally, I would like to take this opportunity, again on behalf of the HRD Subcommittee, to extend our hearty farewell and gratitude to Ms Anita van der Veer, CCBG Secretariat, who gave the HRD Subcommittee commendable logistical and administrative support over the years. At the same time, we welcome on board Ms Emily Morake, Secretariat of the CCBG, who joined us at the end of 2013. We are confident that she will carry out her duties with the expected zeal, diligence and proficiency.

Moris Bekezela Mpofu  
Chairperson  
Human Resources Development Subcommittee
Introduction to the Human Resources Development Subcommittee

More about the Human Resources Development Subcommittee

Mission

The overall mission of the HRD Subcommittee is to support the objectives of the CCBG by co-ordinating, promoting and facilitating learning and development in the central banks of the SADC region, through the optimum use of resources.

Aims

In performing its functions, the HRD Subcommittee aspires to:

- having a common training and development strategy for the region, which would support and enhance the internal strategies of individual central banks;
- identifying and prioritising the common training needs of the region;
- sharing training resources and facilities in the region, thus minimising costs and avoiding the duplication of efforts;
- initiating and engaging in common or joint projects as approved by the CCBG;
- identifying sources of funding for joint initiatives;
- facilitating the exchange of information and the sharing of experiences regarding developments in central banking and human resources matters;
- complementing the training efforts of other regional training providers in the region;
- identifying common training needs in the region and finding solutions to address these needs;
- liaising and establishing alliances with other training providers outside the region;
- providing feedback to the governors and line functionaries of the central banks;
- sensitising central banks to the need to give more consideration to regional training initiatives for greater cost effectiveness;
- building the capacity to manage and operate the respective training and development functions of central banks in the region; and
- sharing information by providing data on the available experts in human resource development in the region.

Vision

The HRD Subcommittee is renowned for, and accepted as, an established learning and development institution within and beyond the region. It is responsive and proactive to the needs of central banks in the region, and is self-sufficient.
Management structure

Steering Committee

The responsibility for effectively administering and organising the activities of the HRD Subcommittee is vested in a Steering Committee.

Structure

The Steering Committee is structured as follows:

- Chairperson (overall co-ordinator)
- Deputy Chairperson (responsible for the operations)
- Secretary (responsible for the administrative functions of the CCBG)
- Five members representing the participating member countries.

Responsibilities

The Steering Committee has the following responsibilities:

- Following up on the projects decided on by the HRD Subcommittee and reporting back to the HRD Subcommittee
- Ensuring that all members of the HRD Subcommittee receive information
- Gathering and prioritising data on the training and development needs of central banks and the various subcommittees of the CCBG
- Liaising with the heads of human resources and training providers in providing resource persons, accommodation, training venues and other training infrastructures
- Facilitating capacity building for human resources officials by means of training attachments, courses and the annual capacity building workshop
- Evaluating, in collaboration with human resources officials, the impact of the training interventions undertaken under the auspices of the HRD Subcommittee.
Members of the Steering Committee

- Mr Moris Bekezela Mpofu, Reserve Bank of Zimbabwe (Chairperson)
- Dr Wim Brits, South African Reserve Bank Academy (Deputy Chairperson)
- Ms Emily Morake, Secretariat of the Committee of Central Bank Governors
- Representatives of Swaziland
- Representatives of Tanzania
- Representatives of Zambia.

Human Resources Development Subcommittee
## Learning programme schedule

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Learning Programme Outline
Economic issues in regional integration

Date: 24 February – 7 March 2014
Country: South Africa
Learning programme co-ordinator: Mr Marc Quintyn (IMF Institute for Capacity Development)

Objective
The main objective of this two-week course, presented by the IMF Institute for Capacity Development, is to broaden participants’ understanding of various aspects of economic and monetary integration.

Content
Drawing on the theory with regard to economic issues in regional integration and on case studies from experiences in several regions of the world, the course covers:

- the requirements for economic and monetary integration;
- trade, financial, and monetary integration;
- costs and benefits of the implementation process; and
- political economy aspects of integration.

Workshops are designed to deepen participants’ knowledge on specific issues stemming from economic and monetary integration experiences. Participants make assessments using case studies involving country data and are required to deliver their conclusions in short presentations.

Target audience
Mid- to senior-level officials in central banks and ministries of finance of countries that take part in a regional integration arrangement or that are exploring or planning the creation of such an arrangement.

Qualifications
Participants should have an advanced degree in economics or equivalent experience and be proficient in the use of spreadsheets.

Format
A combination of lectures, discussions, case studies and workshops will be used.

Course fees
No course fees.
Objective

To provide course participants with a deeper understanding of the conceptual aspects of problem banks, bank resolution and banking crisis management.

Content

This course will address the various issues relating to the problem banks resolution areas, namely:

- the conceptual aspects of problem banks, bank resolution, and banking crisis management;
- the need to have in place an effective bank resolution and crisis management regime; and
- the opportunity to review and discuss a number of key aspects of resolution regimes, including the latest policy developments and operational challenges in a domestic and a cross-border context.

Target audience

Mid- to senior-level officials of the bank supervision departments of central banks and deposit insurance agencies.

Format

The presentations will be delivered in English, but a simultaneous interpretation will be provided for French- and Portuguese-speaking participants. The seminar would require close interaction among the participants, with the resource persons guiding the interactions. Representatives from selected countries will be required to make presentations on case studies involving the resolution of problem banks and banking problems in their countries. Other participating countries will also be required to give presentations on the resolution framework in their countries or their experience of resolving failed banks.

Course fees

No course fees.

Date: 7–11 April 2014
Country: South Africa
Learning programme co-ordinator: Mr Pramod Panda (IMF AFRITAC South)
Risk management for bank supervisors

Date: 13–23 May 2014
Country: Zimbabwe
Learning programme co-ordinator: Resource person from MEFMI

Objective
To provide participants with a comprehensive view of issues pertaining to risk management for bank supervisors and to introduce participants to the BIS core principles and Basel Committee on Banking Supervision (BCBS) requirements for best practice in risk-based supervision. The course will also enhance supervisory skills in risk-based supervision.

Target audience
The course will target mid-level managers from central banks or other relevant market authorities involved in the supervision and regulation of banks and non-bank financial institutions.

Format
The course will combine lectures, discussions, practical examination tips and case studies.

Course fees
No course fees.

Content
- Risk-based supervision tools
- BCBS Core Principles for Effective Banking Supervision and BCBS requirements
- Implementing the BCBS Core Principles
- Off-site monitoring of banks
- Internal controls
- Role of internal and external audit
- Risk models and modelling
- Credit risk: Estimating default probabilities
- Scenario analysis and stress testing
- Managing operational risk capital in a financial institution.
Objective

To develop the skills of central bank officials in the development of policy documents, legal writing and legislative drafting. Based on SADC Central Bank Model Law, the training will equip participants with the skills to facilitate the drafting of various relevant laws such as the SADC banking model law and the national payment system model law. Towards that end, the course is designed to equip course participants with the necessary knowledge and skills to contribute to the long-term harmonisation process of central banks’ legal and operational frameworks while attempting to avoid potential legal problems and conflict of laws in the future. This involves gaining mastery of the relevant laws and applying language skills in new and demanding contexts. This course will substantially reinforce and refine the writing skills that participants are required to apply during the drafting of their domestic laws, bearing in mind the end result of the macroeconomic convergence and roadmap towards the establishment of the SADC central bank.

Content

The following topics will be discussed in detail:

- General introduction to plain language in legal drafting and why it should be used: words that writers should avoid and why
- Objectives of legal writing: legal rules of drafting in context and interpretation (central banking, banking and payment systems laws)
- Elements of professional drafting: structure and organisation, elements of various legal texts (e.g., legal instruments, cabinet memorandums, development of policy documents or consultative reports such as the Green Paper, White Paper, explanatory memorandum and development of legal bills for parliamentary approval).

Target audience

Legal experts, payment systems experts and bank supervisors from the SADC central banks.

Format

Course participants will have an opportunity to practise what they have learnt through group discussions, practical exercises and other activities. As a result of attending this learning programme, participants will significantly enhance their ability to:

- approach drafting various legal texts for legal and operational frameworks with confidence;
- organise and complete drafting tasks efficiently;
- work skillfully with conceptually complex material;
- choose language strategically;
- write clearly, concisely, and without inadvertent ambiguity; and
- draft policy or legal documents with readable structure and style.

Course fees

No course fees.
Anti-money laundering measures

Objective

The objectives of this course include the following:

- Understanding what anti-money laundering and the combating of the financing of terrorism entail
- Creating an awareness of the legislative framework for anti-money laundering and the combating of the financing of terrorism
- Understanding the basis and method of drafting suspicious transaction reports
- Enabling supervisors to design on-site inspections and give relevant advice to accountable institutions
- Understanding the different elements of the financial transfer systems, especially those involving cross-border transactions
- Understanding investigative processes and potential pitfalls.

Content

The following topics will be discussed in detail:

- Trends in money laundering
- International best practice and standards in anti-money laundering
- Outline of relevant Acts (i.e., Prevention of Organised Crime, Financial Intelligence Centre Act, and the Protection of Constitutional Democracy Against Terrorist and Related Activities Act)
- Role-players in anti-money laundering
- Recognition of suspicious transactions (typologies and “red flags”)
- Establishment of internal systems for reporting suspicious transactions
- Guidance for accountable institutions
- Design of on-site inspections
- Role, functions and powers of the Financial Intelligence Centre
- Payment systems
- 419 scams and cross-border transactions
- Law of evidence and preservation of evidence
- Forensic accounting and auditing
- Investigative processes and procedures
- Interrogative or interview skills.

Target audience

This course is aimed at employees whose working environment requires an understanding of anti-money laundering practices.

Format

This course is in the form of formal presentations by lecturers and other experts in the field. Practical application of the theory is also incorporated through the use of case studies and group activities.

Course fees

No course fees.
Payment systems

Objective
The objective of this course is to provide participants with a deeper understanding of the payment system, the payments environment, oversight and new developments.

Content
The following topics will be discussed in detail:
- Background and development
- Concepts
- Principles
- Instruments
- Legal framework
- Clearance and settlement
- Oversight
- Risk mitigation
- Cross-border payments
- New developments.

Target audience
Personnel and management directly and indirectly involved in the development, implementation, operation and oversight of the payment system in their respective central banks.

Format
This is an intensive and informative course in which formal lectures presented by representatives from the South African Reserve Bank are supplemented by informal discussions and presentations.

Course fees
No course fees.

Date: 30 September – 2 October 2014
Country: South Africa
Learning programme co-ordinators: Resource persons of the National Payment System Department (South African Reserve Bank)
Financial markets and instruments

Objective
This practical four-day course in financial markets and instruments is designed to ensure that participants:

- understand the working of the financial markets and the interaction of the markets with the economic environment, political landscape and international markets;
- master the value, operational and risk aspects of the instruments used in the financial markets; and
- apply the working of instruments in different scenarios in the banking and investment world.

Content
The following topics will be discussed:

- Classification and working of markets in the financial system
- Economic indicators and their influence on the markets
- Financial valuation principles and financial mathematics
- The equities market and instruments
- The debt markets (money and capital markets) and their instruments
- The functioning of the currency markets and instruments
- Derivatives markets and instruments
- Risks identified, quantified and managed
- Portfolio construction and hedging
- Risk control and supervision.

Target audience
Staff working in bank supervision, financial market and financial stability; treasury; money and capital markets, and foreign exchange.

Format
The course will be presented in a very practical way using live exchange screens, case studies and role-play.

Course fees
US$680 per course participant.
Objective

To make the participants aware of the interlinkages, overlaps and similarities among the Basel standards and frameworks. Aided by this awareness, participants will be better equipped to design supervisory frameworks appropriate for their jurisdictions.

Content

The participants will have the opportunity to discuss and learn the following:

- Microprudential supervision and macroprudential supervision: concepts, history, and current thinking
- Basel II, Basel 2.5 and Basel III: evolution of supervisory reform agenda
- Leverage requirement in Basel III and risk-based capital in Basel II
- Capital requirement for systemically important banks under Basel III and the supervisory review process for systemically important banks under Pillar 2 of Basel II
- Liquidity requirement under Basel III and liquidity risk assessment under Pillar 2 of Basel II
- Microprudential stress testing under Basel II and macroprudential stress testing: concepts and case studies
- Risk-based supervision, Pillar 2 of Basel II and macroprudential approach to supervision under Basel III
- How to integrate risk-based supervision, thematic supervision, and macroprudential regulation: country experiences
- Early warning signals: banks (microprudential) and banking system (macroprudential)
- Resolution of systemically important banks: legal, regulatory and macroprudential issues.

Target audience

Senior staff in the following areas: Supervisory policymakers, on- and off-site examination in the supervision department, macroprudential supervision and financial stability.

Format

The seminar will require close interaction among the participants with the resource persons guiding the interactions. Participants from selected countries will be asked to make presentations on their country experiences. Presentations will be given by international experts, including from the IMF headquarters. Participants are expected to review the reading materials on the list of references.

Course fees

No course fees.
Objective
The objective of this course is to improve understanding of monetary policy, particularly in the light of the recent financial crisis and its accompanying challenges.

Content
The topics that will be covered include the following:
- Monetary policy frameworks
- The transmission mechanism
- Traditional and new policy tools
- Financial intermediation
- Financial stability and the role of monetary policy
- Sources and amplification mechanism of the crisis
- Central banks’ responses to the crisis
- Formulation, communication and transparency in monetary policy
- Monetary policy and central banking in a changed world.

Target audience
This course is intended for experienced central bank employees who are regarded as having the potential to reach senior management levels, as well as for senior management who wish to extend their knowledge of monetary policy, central banking and the challenges that lie ahead.

Format
This is an intensive course in which participants are expected to participate actively. Participants will be requested to present formally on their countries’ monetary policy framework, decision-making, communication and the challenges that they face.

Course fees
No course fees.
Financial programming and policies

Objective
The course aims to extend participants’ understanding of the design and implementation of macroeconomic and financial policies, drawing on the IMF’s experience in economic surveillance, the design of financial programmes, and the provision of technical advice to member countries.

Content
The topics that will be covered include the principal features of the four main sectors that comprise the macro economy (real, fiscal, external, and monetary) and the interrelations between them. For each sector, the course first presents the accounting approach, followed by analytical issues and simple forecasting methods; diagnosis of macroeconomic performance and analysis of the effects of macroeconomic and structural policies on the main variables of interest to policymakers, including output, prices, and the balance of payments; and preparation of a macroeconomic policy programme aimed at correcting imbalances identified in the diagnosis of a case study based on real-world data.

Target audience
Central bankers who provide advice on macroeconomic and financial policies, or are involved in policy implementation.

Course fees
No course fees.
Seminar for heads of supervision on risk management

Date: April 2015 (Dates to be confirmed)
Country: Zimbabwe
Learning programme co-ordinator: Resource person from MEFMI

Objective

To provide a platform where senior officials can share experiences from their respective countries on best practice in supervision and enhance their understanding of some of the technical developments in supervisory processes.

Content

- Corporate governance and financial risk management
- BCBS Core Principles for Effective Banking Supervision and Basel requirements
- Assessing risk profiles and capital adequacy for banks
- Potential conflicts of interest in banking
- Scenario analysis and stress testing
- Implementation of an institution-wide risk management framework
- Regulation of market risks
- Basel capital framework: cross-border implementation.

Target audience

The primary target audience is senior level officials from central banks or other relevant market authorities involved in the supervision and regulation of banks and non-bank financial institutions.

Format

The seminar will be very interactive with sharing of country experiences and case studies.

Course fees

No course fees.
Public debt and macroeconomic management

Objective
To broaden participants’ understanding of public debt management issues including the interlinkages between public debt and macroeconomic management. In addition, the course will introduce participants to the modern analytical tools of public debt management.

Content
- Concepts, definitions, sources and instruments of public debt
- Macroeconomic framework and public debt
- The fiscal accounts and the public debt creation process
- Macroeconomic implications of public debt
- Impact of changes in key macroeconomic variables on public debt
- Measurement of public debt sustainability, including coverage of key indicators of the public debt burden
- Introduction to the key tools of public debt management such as the Debt Sustainability Framework, the Medium Term Debt Management Strategy analytical tool, the Debt Management Performance Assessment and other tools.

Target audience
The target group is junior to mid-level officials from ministries of finance and of economic planning, as well as from central banks responsible for functions of debt management and macroeconomic forecasting and analysis. The participants should be computer literate, especially in the use of Microsoft Excel.

Format
The course will be delivered through a combination of lectures, case studies and the practical application of some of the modern tools of public debt management.

Course fees
No course fees.
Objective
To provide course participants with a deeper understanding of the financial stability assessment and policy issues in Africa.

Content
- What has changed in sub-Saharan Africa? Policy implications in the area of financial stability.
- Banks: Cross-border bank lending by internationally active banks domiciled in emerging-market economies has gained in importance. Pan-African integration in the banking sector has been on the rise. This has meant that new dimensions are required in supervisory and regulatory frameworks, resolution regimes and lender of last resort functions. There is a need to better monitor cross-border banking flows.
- Debt markets and financial markets: Debt markets have been deepening, while financial markets and instruments have developed further. In a number of countries on the continent, debt maturities have become longer, and foreign investors are increasingly present. What benefits does this bring and what are the potential risks to financial stability?
- Commodity prices and capital flows: What do recent developments mean for macroprudential policies in Africa?
- A framework for financial stability assessment and policies.
- Central bank governance issues and financial stability:
  - Objectives and governance arrangements (between central banks and other stakeholders) in the area of financial stability analysis and reporting: What is new?
  - Integrating the micro- and macroprudential aspects of financial stability into monetary policy frameworks (e.g., finance-neutral output gaps).
  - Macropudential instruments and frameworks: An overview.
- Assessing the success of macroprudential (countercyclical) policies:
  - Discussion of recent empirical papers and case studies on the topic
  - The importance of credit/liquidity constraints and bank capitalisation
  - Specific sectors and policies
  - Analysis of whether macroprudential measures alleviate policymakers’ decision problem.

Target audience
Economists employed in macroprudential roles in regulatory agencies and central banks

Format
The workshop will be very interactive, and delegates will be required to share their own experiences through a series of discussions and group exercises.

Course fees
No course fees.
Objective
To explore the distinct structures and frameworks for pension funds and insurance companies and the risks associated with them.

Content
- Conducting a risk-based inspection for insurance
- Risk-based supervision for pension funds
- On-site inspection for insurance companies
- Systemic risk from an insurance perspective
- Underwriting risk: pricing of life insurance policies
- Enterprise risk management and insurer insolvency.

Target audience
The primary target audience is mid- and senior-level officials from central banks or other relevant market authorities involved in the supervision and regulation of insurance companies and pension funds.

Format
The course will combine lectures, discussions, country experiences, and practical examination tips and case studies.

Course fees
No course fees.
Remuneration and retention strategies

Objective

Effective and competitive remuneration strategies are essential in attracting, motivating and retaining employees. This two-day course will provide course participants with innovative strategies to manage and enhance their central bank’s remuneration framework.

Content

On completing this course participants will be able to:

• develop or improve a central bank’s remuneration strategy and framework;
• understand what an employee value proposition is and how to apply this in a business context;
• understand the components that make up employee total annual reward;
• implement measures to customise employees’ salaries to suit the market in which they work;
• understand the importance of internal and external remuneration relativities; and
• develop strategies that will reward employees fairly for the services they provide.

Target audience

Mid- to senior-level officials who work with employee remuneration in a central bank and mid-to senior-level line managers.

Format

The training is interactive and has a good mix of theory, examples and practical exercises. Core concepts of remuneration and employee benefits will be outlined and course participants will be provided with recent changes in the market and, where required, to the relevant legislation.

Course fees

No course fees.
Objective
To equip participants to use the ‘SMART’ approach to devise appropriate annual performance objectives; to assess the achievement of performance objectives; and to develop individual performance development plans.

Content
The following topics will be discussed:

- Defining performance management: elements of a sound performance management system
- Identifying the roles of the manager and direct reports in the contracting of the performance plan
- Identifying components of the performance plan (e.g., work objectives and competencies)
- Setting ‘SMART’ annual work objectives to be incorporated into the performance plan (e.g., work objectives that are specific, measurable, attainable, relevant, and trackable)
- Identifying performance improvement opportunities through competence assessment
- Developing an individual performance development plan
- Monitoring performance and conducting interim meetings
- Preparing and conducting the annual performance evaluation meeting (i.e., the performance review)

Target audience
Senior management (e.g., directors, deputy directors and senior managers), senior officials in the human resources functions of central banks and training managers.

Format
Course participants will have an opportunity to practise what they have learnt through group discussions, role-plays, case studies, and other activities. As a result of attending this learning programme, course participants will significantly enhance their ability to contract performance plans with their direct reports, give objective and constructive performance feedback, and to develop their staff.

Course fees
No course fees.
Objective
To build the capacity of senior leadership to lead their teams and organisations with greater impact in challenging times.

Content
The programme builds on an understanding of the strategic and core challenges facing leaders in complex times to build key capacities to lead with impact. Through practical and experiential activities, leaders enhance their capacity in order to achieve the following:

- Identifying and delineating core capabilities required of themselves and the team in challenging times
- Leading strategically in changing times
- Communicating effectively in more complex relationships and networks
- Building management capacity in teams through coaching
- Taking leadership choices around one’s own core strengths and leadership practices
- Leading teams with impact
- Leading through leadership dilemmas
- Leading with authenticity for resilience and impact in challenging times.

Target audience
Mid- to senior-level leadership, leaders who lead teams or divisions and who have direct influence in executive decisions. This course is not suitable for first-time or entry-level management.

Format
This programme is highly interactive through the use of practical experiential activities, small group activities, case studies, coaching, peer feedback and profiling.

Course fees
US$950 per course participant.
Board-level governance

Objective

The objective of this workshop is to enhance the effectiveness of a central bank’s board to meet the governance challenges for delivering economic and financial stability.

Content

The workshop will focus on:

- understanding the purpose of the board in the context of the central bank’s remit;
- how to make individual board members an effective, cohesive board; and
- to examine how board effectiveness can be assessed.

The topics that will be covered include the following:

- Issues affecting governance arrangements such as mandate and funding, and their consequences for the board
- Identifying the core remit of the central bank board, such as strategy, succession planning and mitigating crises
- Interdependencies between the capability of board members, board role and good governance: gaining complementary synergies and avoiding conflicting approaches
- How good governance can increase board effectiveness and vice versa: finding relevant focus while understanding the overall organisational context
- Impact of the board outside the boardroom: interaction with internal and external stakeholders
- Stress-testing governance arrangements for times of crisis: ensuring wise leadership for all circumstances.

Date: 7–10 July 2015
Country: Malawi
Learning programme co-ordinator: Ms Sue Milton (SSM Governance Associates)

Target audience

This workshop is aimed at board members, including non-executive directors, board secretaries and senior managers with sufficient authority to influence change. A good understanding of their central bank’s governance arrangements, and its organisational structures and challenges is necessary to contribute constructively to the discussion.

Format

The workshop will be highly interactive, and delegates will be required to share their own experiences through a series of discussions and group exercises. Case studies will be used to format and test ideas on achieving greater effectiveness.

There will be some lecturing to promote debate and a number of delegates will be invited to give presentations under each main theme.

Course fees

US$1 300 per course participant.
Photo gallery
Nomination procedure

About two months before a course is held, the Secretariat of the CCBG will write to the governors of the central banks in the SADC region, inviting them to send course participants to the course. A copy of this letter will be faxed or sent by electronic mail (e-mail) to each representative of the central banks on the HRD Subcommittee. The central banks will be requested to supply the names and travel arrangements of their nominees to the Secretary of the HRD Subcommittee (Ms Emily Morake) at least two weeks before the course commences. An acceptance letter will be sent to the central banks’ representatives on the HRD Subcommittee.

Language medium

Since all the courses are presented in English, it should be stressed that it is important for the candidates to speak English, if they are to benefit from a course.

Expenses

Central banks that nominate participants should make provision for their own travel (i.e., air and ground), accommodation, living expenses and course fees where applicable.

Course fees

Course fees must be paid electronically and in advance into a specific account intended for this purpose. The banking details will be provided. Proof of payment must be faxed or e-mailed to the Secretary of the HRD Subcommittee at least two weeks before the start of the course. If proof of payment is not received on time, candidates will not be able to attend the course.

Local currencies

Course participants are requested to exchange their money for the local currency of the host country upon their arrival at the airport.

Contact details

Enquiries may be directed to

Ms Emily Morake
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